



**DEPARTMENT OF THE ARMY**  
UNITED STATES ARMY NORTH ATLANTIC TREATY ORGANIZATION  
UNIT 21420  
APO AE 09705-1420

ACDP

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USANATO Policy Letter 13, Equal Employment Opportunity

1. References:

- a. Code of Federal Regulations, Title 29, part 1614, Federal Sector Equal Employment Opportunity, section 101(a).
- b. AR 690-12, Equal Employment Opportunity and Affirmative Action, 4 March 1988.
- c. AR 690-600, Equal Employment Opportunity Discrimination Complaints, 9 February 2004.

2. Army readiness begins with people. How we treat our employees directly affects their performance. Successful mission accomplishment can be achieved only in an environment of mutual respect, dignity, and fair treatment. Leaders must ensure that employment decisions are made solely on merit-based factors to foster this environment. Decisions based on unlawful, discriminatory factors destroy teamwork and impede mission accomplishment.

3. I endorse and promote equal employment opportunity (EEO) principles, and I expect leaders who manage and supervise U.S. civilian employees to integrate these principles into daily management and employee relations. I also expect employees to be active participants in creating harmonious and respectful work environments.

4. Affirmative employment is another major tenet of our EEO program. It involves finding ways to build a diverse workforce that represents our Nation's civilian labor force. Leaders should be aware of and take steps to eliminate situations in which individuals with disabilities, minorities, and women are underrepresented in the workforce.

5. When complaints arise, we must work to resolve them fairly and promptly, starting at the lowest possible level. Employees should give management an opportunity to resolve their issues by using the chain of command before filing a complaint. Employees may, however, take their complaints directly to their servicing EEO office instead of taking them to their chain of command. Everyone will respect the right of employees to pursue their complaints without fear of reprisal. The servicing EEO office is responsible for administrative processing of complaints of employment discrimination. Managers and supervisors will cooperate and consult with EEO officials as issues and complaints arise.

*This letter is available at <http://www.usanato.army.mil>.*

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6. U.S. civilian employees, former employees, and applicants for employment who believe they have been discriminated against based on their age (40 years and older), color, gender, mental or physical disability, national origin, race, religion, or reprisal concerning protected EEO activity (or any combination of these) must initiate an EEO pre-complaint with their servicing EEO office in a timely manner.

7. Untimely filing may result in the complaint being dismissed. Pre-complaints must be initiated within 45 calendar days after one of the following:

- a. The date that the alleged discriminatory act occurred.
- b. The effective date of the personnel action that is the subject of the complaint.
- c. The time that the complainant became aware or reasonably should have become aware of the alleged discriminatory action.

8. Leaders at all levels have busy agendas and EEO principles are part of those agendas. Strict adherence to these principles will ensure successful accomplishment of our primary mission, which is to support the warfighter. Management officials will ensure that selection and employment practices are appropriate, fair, and based on merit. Unlawful discriminatory factors or practices will not enter the decision-making process for job selections, work assignments, awards, training, or discipline.



DAVID D. McKIERNAN  
General, USA  
Commanding

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A, B, and C